

Greater Tzaneen Municipality



2010/11 Draft Service Delivery and Budget Implementation Plan



April 2010

TABLE OF CONTENTS

	Page
Introduction	
Monthly Revenue Projections by source	4
Monthly Expenditure by vote	8
Quarterly Summary of Projected Revenue and Expenditure by Vote	12
Capital Funding by source & Expenditure by Vote	13
Service Delivery Targets - Office of the Municipal Manager	14
Service Delivery Targets - Chief Financial Officer	17
Service Delivery Targets - Corporate Services	19
Service Delivery Targets - Community Services	21
Service Delivery Targets - Electrical Engineering	22
Service Delivery Targets - Engineering Services	24
Service Delivery Targets - Planning and Economic Development	26
Capital Works Plan	27

INTRODUCTION

The development of the Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (Act no.56 of 2003). In terms of the MFMA Circular 13 of the National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA." The budget gives effect to the strategic priorities of the municipality and it is therefore important to supplement the budget and the IDP with a management and implementation plan, therefore the SDBIP.

The SDBIP serves as the commitment by the Municipality, which includes Administration and Council, to the intended objectives and projected achievements expressed by the community to ensure that the desired outcomes are achieved over the long term. The SDBIP form the basis for monitoring and measuring the performance of the Municipality against quarterly service delivery targets and budget projections. The SDBIP is therefore a vital link between the Mayor, Council and the Administration and a tool with which Management can be held accountable for its performance in terms of execution of the budget and the performance of Senior Management in the achievement of the strategic objectives as set by Council. The SDBIP therefore also forms the basis of the Performance Agreements of the Municipal Manager and Senior Managers.

Approved by the Honourable Mayor OJ Mushwana:

Signature:_____

Date: _____

Monthly Revenue projections by source for 2010/11

Source	Jul '10		Aug '10		Sep '10	
	Projected	Actual	Projected	Actual	Projected	Actual
Property rates	2 866 879		2 403 140		2 855 885	
Penalties imposed and collection charges on rates	224 424		188 122		223 563	
Service charges	28 865 342		26 323 802		28 152 662	
Rent of facilities and equipment	44 951		46 609		34 761	
Interest earned - external investments						
Interest earned - outstanding debtors	651 847		680 863		722 550	
Fines	111 869		94 040		82 978	
Licenses and Permits	26 682		27 211		27 000	
Income from Agency services	1 033 808		988 043		879 397	
Operating grants and subsidies	82 249 583		8 448 000		4 679 000	
Other Revenue	56 833		54 089		59 719	
Gain on disposal of property, plant and equipment						
Income foregone	-832 340		-759 087		-811 825	
Total Revenue	115 299 876	0	38 494 832	0	36 905 690	0

Monthly Revenue projections by source for 2010/11

Source	Oct '10		Nov '10		Dec '10	
	Projected	Actual	Projected	Actual	Projected	Actual
Property rates	2 797 992		2 966 670		2 366 236	
Penalties imposed and collection charges on rates	219 031		232 236		185 233	
Service charges	29 801 933		21 941 739		22 850 110	
Rent of facilities and equipment	36 094		47 434		28 232	
Interest earned - external investments					460 000	
Interest earned - outstanding debtors	705 680		756 491		303 515	
Fines	33 727		130 140		383 035	
Licenses and Permits	0		22 000		25 000	
Income from Agency services	1 377		974 547		1 691 516	
Operating grants and subsidies	23 645 588		49 026 924		17 384 280	
Other Revenue	55 157		67 688		704 644	
Gain on disposal of property, plant and equipment						
Income foregone	-859 384		-632 724		-658 918	
Total Revenue	56 437 196	0	75 533 145	0	45 722 883	0

Monthly Revenue projections by source for 2010/11

Source	Jan '11		Feb '11		Mar '11	
	Projected	Actual	Projected	Actual	Projected	Actual
Property rates	2 561 489		2 387 000		2 987 000	
Penalties imposed and collection charges on rates	200 517		238 154		260 843	
Service charges	31 721 408		18 091 308		27 207 181	
Rent of facilities and equipment	33 701		38 811		37 147	
Interest earned - external investments					20 000	
Interest earned - outstanding debtors	481 601		544 629		597 116	
Fines	91 310		79 329		93 638	
Licenses and Permits	16 403		27 800		25 000	
Income from Agency services	372 058		924 663		736 499	
Operating grants and subsidies	9 209 000		2 105 000		39 108 193	
Other Revenue	21 770		22 581		26 302	
Gain on disposal of property, plant and equipment						
Income foregone	-914 735		-521 691		-784 561	
Total Revenue	43 794 522	0	23 937 585	0	70 314 358	0

Monthly Revenue projections by source for 2010/11

Source	Apr '11		May '11		Jun '11		TOTAL
	Projected	Actual	Projected	Actual	Projected	Actual	Actual
Property rates	2 884 022		2 783 000		2 076 660		31 935 972
Penalties imposed and collection charges on rates	225 766		230 417		71 695		2 500 000
Service charges	22 173 349		26 960 605		26 156 061		310 245 500
Rent of facilities and equipment	36 880		39 274		35 020		458 914
Interest earned - external investments					70 000		550 000
Interest earned - outstanding debtors	594 503		623 255		337 950		7 000 000
Fines	122 486		79 992		928 162		2 230 707
Licenses and Permits	29 000		23 676		26 477		276 250
Income from Agency services	768 826		785 684		23 587 007		32 743 425
Operating grants and subsidies	14 929 000		0		13 751 432		264 536 000
Other Revenue	54 494		59 795		224 107		1 407 178
Gain on disposal of property, plant and equipment					1 500 000		1 500 000
Income foregone	-639 403		-777 450		-754 287		-8 946 405
Total Revenue	41 178 922		30 808 247		68 010 285		646 437 541

Monthly Projected Expenditure by Vote

Vote	Jul-10			Aug-10			Sep-10		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Municipal Manager	560		0	725			606		
Executive and Council	1 480		0	1 280			1 803		
Financial Services	2 283		60 760	3 433		3 568	2 615		2 999
Corporate Services	1 544			3 386			2 450		
Planning and Economic Development	756	1 202	8 001	1 698	1 629	1 250	1 661	1 827	5 250
Community Services	3 997		80	4 522		55	4 097		95
Engineering Services	6 887	1 641	17 639	11 224	4 319	7 814	11 712	2 249	4 423
Transport, Safety, Security and Liaison	1 741		1 138	3 802		1 096	3 505		1 001
Electrical Engineering	4 524	1 598	27 683	27 863	1 250	24 712	24 599	1 365	23 138
Total By Vote	23 772	4 441	115 301	57 933	7 198	38 495	53 048	5 441	36 906

Monthly Actual Expenditure by Vote

Vote	Jul-10			Aug-10			Sep-10		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Municipal Manager									
Executive and Council									
Financial Services									
Corporate Services									
Planning and Economic Development									
Community Services									
Engineering Services									
Transport, Safety, Security and Liaison									
Electrical Engineering									
Total By Vote	0	0	0	0	0	0	0	0	0

Monthly Projected Expenditure by Vote

Vote	Oct-10			Nov-10			Dec-10		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Municipal Manager	792			550			560		
Executive and Council	1 600			1 805			1 420		
Financial Services	4 251		4 007	2 445		50 844	2 705		4 280
Corporate Services	2 010			1 808			2 425		
Planning and Economic Development	1 490	1 128	395	1 046	2 001		1 348	619	4 050
Community Services	4 733		51	4 536		62	4 829		59
Engineering Services	10 861	2 498	20 703	9 226	6 084	5 630	14 139	11 243	15 336
Transport, Safety, Security and Liaison	3 364		2	3 719		1 115	3 278		1 787
Electrical Engineering	18 480	2 515	31 279	15 342	3 461	17 882	17 729	2 672	20 211
Total By Vote	47 581	6 141	56 437	40 477	11 546	75 533	48 433	14 534	45 723

Monthly Actual Expenditure by Vote

Vote	Oct-10			Nov-10			Dec-10		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Municipal Manager									
Executive and Council									
Financial Services									
Corporate Services									
Planning and Economic Development									
Community Services									
Engineering Services									
Transport, Safety, Security and Liaison									
Electrical Engineering									
Total By Vote	0	0	0	0	0	0	0	0	0

Monthly Projected Expenditure by Vote

	Jan-11			Feb-11			Mar-11		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Vote									
Municipal Manager	620			812			498		
Executive and Council	1 570			1 685			1 980		
Financial Services	3 793		3 885	3 793		3 571	3 643		4 439
Corporate Services	2 726			4 044			1 690		
Planning and Economic Development	1 373	492	7 104	1 251	3 883		2 264	555	
Community Services	5 195		142	7 326		87	4 546		126
Engineering Services	9 556	-2 048	7 028	8 043	3 784	4 116	8 788	5 453	42 181
Transport, Safety, Security and Liaison	3 452		480	4 298		1 023	4 110		848
Electrical Engineering	17 838	1 666	25 155	18 168	2 595	15 141	<u>16 062</u>	1 250	22 720
Total By Vote	46 123	110	43 794	49 420	10 262	23 938	43 581	7 258	70 314

Monthly Actual Expenditure by Vote

	Jan-11			Feb-11			Mar-11		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Vote									
Municipal Manager									
Executive and Council									
Financial Services									
Corporate Services									
Planning and Economic Development									
Community Services									
Engineering Services									
Transport, Safety, Security and Liaison									
Electrical Engineering									
Total By Vote	0	0	0	0	0	0	0	0	0

Monthly Projected Expenditure by Vote

Vote	Apr-11			May-11			Jun-11		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Municipal Manager	435			760			759		
Executive and Council	1 506			1 609			1 924		
Financial Services	4 078		2 805	2 233		3 990	11 166		17 808
Corporate Services	2 519			1 737			1 575		
Planning and Economic Development	1 326	555		908	555		1 275	555	
Community Services	4 048		60	5 238		68	7 008		2 039
Engineering Services	9 268	4 565	18 711	7 478	9 657	2 479	20 106	24 393	1 419
Transport, Safety, Security and Liaison	1 622		892	1 855		885	7 481		24 542
Electrical Engineering	13 893	1 250	18 711	16 264	1 250	23 386	27 024	4 128	22 202
Total By Vote	38 695	6 370	41 179	38 082	11 462	30 808	78 318	29 076	68 010

Monthly Actual Expenditure by Vote

Vote	Apr-11			May-11			Jun-11		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Municipal Manager									
Executive and Council									
Financial Services									
Corporate Services									
Planning and Economic Development									
Community Services									
Engineering Services									
Transport, Safety, Security and Liaison									
Electrical Engineering									
Total By Vote	0	0	0	0	0	0	0	0	0

Quarterly Summary of Projected Revenue and Expenditure by Vote (2010/11)

Vote	Quarter ending 30 September 2010			Quarter ending 31 December 2010			Quarter ending 31 March 2011			Quarter ending 30 June 2011			Total		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Municipal Manager	1 891			1 902			1 930			1 954			7 677		
Executive and Council	4 563			4 825			5 235			5 039			19 662		
Financial Services	8 331		67 327	9 401		59 131	11 229		11 895	17 477		24 603	46 438		162 956
Corporate Services	7 380			6 243			8 460			5 831			27 914		
Planning and Economic Development	4 115	4 658	14 501	3 884	3 748	4 445	4 888	4 930	7 104	3 509	1 665		16 396	15 001	26 050
Community Services	12 616		230	14 098		172	17 067		355	16 294		2 167	60 075		2 924
Engineering Services	29 823	8 209	29 876	34 226	19 825	41 669	26 387	7 189	53 325	36 852	38 615	22 609	127 288	73 838	147 479
Transport	9 048		3 235	10 361		2 904	11 860		2 351	10 958		26 319	42 227		34 809
Electrical Engineering	56 986	4 213	75 533	51 551	8 648	69 372	52 068	5 511	63 016	57 181	6 628	64 299	217 786	25 000	272 220
Total By Vote	134 753	17 080	190 702	136 491	32 221	177 693	139 124	17 630	138 046	155 095	46 908	139 997	565 463	113 839	646 438

Quarterly Summary of Actual Revenue and Expenditure by Vote (2010/11)

Vote	Quarter ending 30 September 2010			Quarter ending 31 December 2010			Quarter ending 31 March 2011			Quarter ending 30 June 2011			Total		
	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000	Opex R '000	Capex R '000	Rev R '000
Municipal Manager															
Executive and Council															
Financial Services															
Corporate Services															
Planning and Economic Development															
Community Services															
Engineering Services															
Transport															
Electrical Engineering															
Total By Vote															

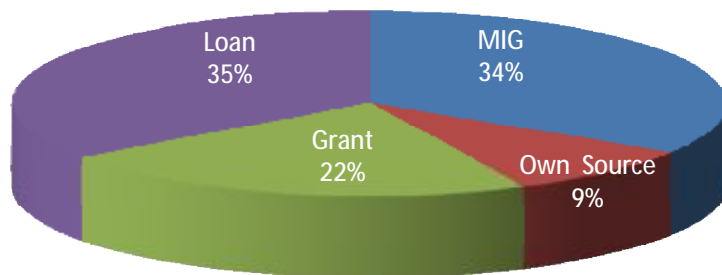
2010/11 Capital Funding by source

Funding Source	R '000	%
MIG	38 839	34%
Own Source	10 000	9%
Grant	25 000	22%
Loan	40 000	35%
Total	113 839	100%

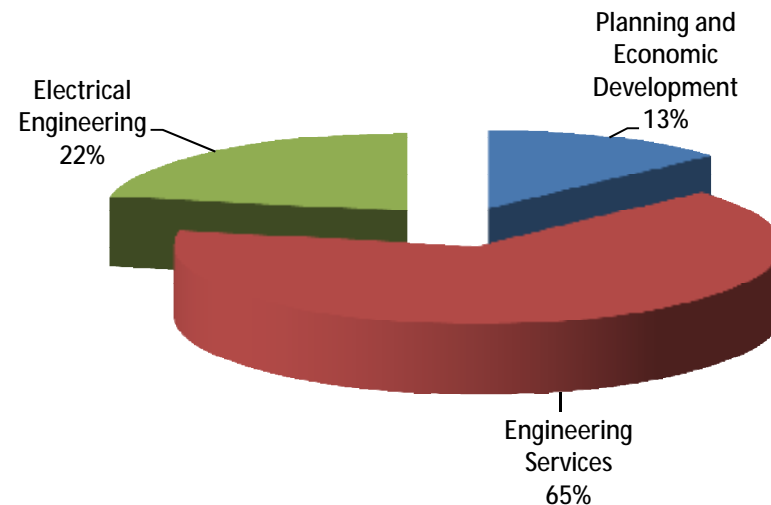
2010/11 Capital Allocation by vote

Capital Budget 2009/10	R '000	%
Planning and Economic Development	15 000	13.18%
Engineering Services	73 839	64.86%
Electrical Engineering	25 000	21.96%
Total	113 839	100%

Capital Funding - Source



Capital Allocation - Vote



SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Develop a high performance culture for a changed, diverse, efficient and effective local government	Project Management	% institutional projects within budget		100%	100%	100%	100%
		% of institutional projects within time		100%	100%	100%	100%
		% of institutional projects within specifications		100%	100%	100%	100%
	Institutional Performance Management	% Institutional performance score		Not available	Not applicable this quarter	130.00%	Not applicable this quarter
			% Section 57 Managers with signed Performance Agreements/ Plans by 30 Jun	100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter
			% of MM HOD's with signed performance plans by 31 July	100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter
	Employee Performance Management and assessment	# of Quarterly performance reviews		1	2	3	4
	Performance Management Reports	Number of audited Quarterly performance reports submitted to Council on time		1	2	3	4
			# of MM Departmental monthly reports submitted on time	3	6	9	12
Develop and build skilled and knowledgeable workforce	Capacity building and Training	% compliance to Workplace Skills plan		25%	50%	75%	90%
Attract and retain the best human capital to become employer of choice	Employee satisfaction and well-being	% Staff turnover (Levels 1-6)		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	6%
	Employment equity	# of people from employment equity target groups employed in the three highest levels of management		19	19	19	22
Promote environmentally sound practices and social development	Social Security		# of Tzaneen Social Security Forum meetings	0	1	1	2
Promote environmentally sound practices and social development	Environmental management	% compliance to the environmental legislation checklist		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	80%
	Disaster management		# of disaster awareness campaigns and preventative programmes	1	2	3	4

SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Promote environmentally sound practices and social development	Disaster management		# of Annual Disaster Management reports submitted to Council and MDM by July	1	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter
			% of Disaster (incidents) sites visited	100%	100%	100%	100%
			% of Incidences provided with relief	100%	100%	100%	100%
			% emergency relief cases responded to within 72-hours	100%	100%	100%	100%
Improve access to sustainable and affordable services	Accessible services	% of households with access to basic level of water		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	90%
		% of households with access to basic level of sanitation		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	40%
		% of households with access to basic level of electricity		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	85%
		% Households with access to basic level of solid waste removal		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	13%
	Electricity	R-value sourced to implement electricity recovery plan		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	R 114 000 000
Maintain and upgrade municipal assets	Maintenance of municipal assets	% of operational budget spent on repairs and maintenance		Reporting only - no target	Reporting only - no target	Reporting only - no target	18.9%
Integrated developmental planning	Integrated Development Planning		# of Steering Committee meetings	3	6	9	12
Integrated developmental planning	Integrated Development Planning	% Compliance to the integrated IDP/ PMS/ Budget Process Plan		100%	100%	100%	100%
			# of Repforum meetings	1	2	3	4
		MEC assessment rating of the IDP		High	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter
	Integrated Spatial Development	% of capital spent in the priority areas identified in Spatial Development Framework		100%	100%	100%	100%
Increase financial viability	Revenue Management	% increase in own revenue generated		Reporting only - no target	Reporting only - no target	Reporting only - no target	Reporting only - no target
		% Equitable share funding used for free basic services		Reporting only - no target	Reporting only - no target	Reporting only - no target	Reporting only - no target
	Debt management	% Capital budget actually spent on capital projects identified for financial year ito. IDP		100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Increase financial viability	Financial Management and Budgeting		% of departmental budget spent	25%	50%	75%	100%
	Supply chain management		Number of Tenders awarded that deviated from the adjudication committee recommendations	0	0	0	0
		% of Bids awarded within 2 weeks after adjudication committee resolution		1	1	1	1
Develop effective and sustainable stakeholder relations	Client satisfaction	% Community satisfaction rating		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
	Public Participation		Number of District MM Forum attended against number of forums held	Reporting only - no target	Reporting only - no target	Reporting only - no target	Reporting only - no target
	Inter-governmental relations	% of issues raised during Imbizos resolved within the financial year		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
	Inter-governmental relations	% of MM forum and technical working group meeting resolutions implemented		100%	100%	100%	100%
			# of quarterly reports from MDM council representatives	1	2	3	4
		% of premier IGR resolutions implemented		100%	100%	100%	100%
		% of local IGR forum and technical working group meeting resolutions implemented		100%	100%	100%	100%
Effective and Efficient administration	Council Structures	% of Council resolutions implemented		100%	100%	100%	100%
	Meeting Management		# Management meetings	13	26	39	52
	Sound Governance	% of reported cases of corruption prosecuted		100%	100%	100%	100%
	Sound Governance		# of quarterly internal audit reports submitted to audit committee	1	2	3	4
	Sound Governance		% of Audit queries responded to within 14 days	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - CHIEF FINANCIAL OFFICER

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Develop a high performance culture for a changed, diverse, efficient and effective local government	Project Management	% departmental projects within budget	100%	100%	100%	100%
		% of departmental projects within time	100%	100%	100%	100%
		% of departmental projects within specifications	100%	100%	100%	100%
	Institutional Performance Management	% of CFO HOD's with signed performance plans by 31 July	100%	100%	Not applicable this quarter	Not applicable this quarter
	Performance Management Reports	# of Finance Departmental monthly reports submitted on time	3	6	9	12
Promote environmentally sound practices and social development	Safety and Security	# of external criminal cases reported				
Increase financial viability	Financial viability	Cost coverage ratio				
		Debt coverage ratio				
	Revenue Management	% reduction in rates and services billed, not recovered	Tbd	Tbd	Tbd	2%
		% revenue received (Actual R-value revenue / total projected revenue)	Tbd	Tbd	Tbd	91%
		% revenue generated through services (R-value revenue from services / R-value total revenue)	Tbd	Tbd	Tbd	45%
		% Revenue from grants	Tbd	Tbd	Tbd	39%
		R-value MIG funding / R-Value Capital budget as %	22%	22%	22%	22%
		% of income from Agency services (R-value income from agency services / of total revenue)	5.60%	5.60%	5.60%	5.60%
		% equitable share received	42%	75%	100%	100%
		% of Loan amount utilised for capital projects				100%
	Debt management	Outstanding service debtors	Tbd	Tbd	Tbd	Tbd
		Average % Payment rate for municipal area	90%	90%	90%	90%
		R-value total debts written off annually	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	R 10 000 000
	Financial Management and Budgeting	% variance from annual Budget process plan	10%	10%	10%	10%
		% of capital budget spent	10%	20%	50%	100%
		% of budget allocated for training and development (SDP)	Tbd	Tbd	Tbd	0%
		% Operating budget for Councilor allowances (Councilor allowances budgeted / total operating budget)	Tbd	Tbd	Tbd	3%
		% General expenses budget / Operating expenses budget	Tbd	13%	Tbd	13%

SERVICE DELIVERY TARGETS (KPIs) - CHIEF FINANCIAL OFFICER

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Increase financial viability	Financial Management and Budgeting	% of budget allocated for free basic services				
		% of municipal budget spent				
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Tbd	Tbd	Tbd	1
	Municipal Assets	% GRAP compliance (asset register)	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
	Supply chain management	Total R-value of contracts awarded during the financial year				
		Average time taken from tender advertisement to submission of recommendation to the MM (# of weeks)	8	8	8	8
Effective and Efficient administration	Information Management	% Daily Data and mail backup available	100%	100%	100%	100%
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
	Meeting Management	# of departmental meetings	1	2	3	4

SERVICE DELIVERY TARGETS (KPIs) - CORPORATE SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Develop a high performance culture for a changed, diverse, efficient and effective local government	Project Management	% departmental projects within budget	100%	100%	100%	100%
		% of departmental projects within time	100%	100%	100%	100%
		% of departmental projects within specifications	100%	100%	100%	100%
	Institutional Performance Management	% of CORP HOD's with signed performance plans by 31 July	100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter
	Performance Management Reports	# of Corporate Services Departmental monthly reports submitted on time	3	6	9	12
Develop and build skilled and knowledgeable workforce	Capacity building and Training	% of Personnel budget spend on implementing the Workplace skills plan				Tbd
		# of Sec 57 managers undergone CPMD Training	3	3	3	3
		# of staff Bursaries awarded per annum		50	50	50
Attract and retain the best human capital to become employer of choice	Labour relations management	# Industrial actions	0	0	0	0
	Employment equity	% Compliance to Employment Equity plan	100%	100%	100%	100%
Promote environmentally sound practices and social development	Safety and Security	# of external criminal cases reported				
Integrated developmental planning	Community Based Planning	% compliance to CBP implementation plan	1	1	1	1
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
Increase financial viability	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
Develop effective and sustainable stakeholder relations	Client satisfaction	Average internal client satisfaction rating for departments	Not applicable this quarter	Not applicable this quarter	70%	Not applicable this quarter
	Inter-governmental relations	Number of issues raised during the Local Imbizos resolved				
Effective and Efficient administration	Customer care	Number of sectoral Department visits to the Thusong service centres to render services				
	Customer care	% of Information requests responded to according to guidelines (PAI Act)	100%	100%	100%	100%
	Legal support	R-value spent on external legal fees				
	Personnel Management system	% Personnel costs / Operating expenses (excl Salaries of councilors)	37%	37%	37%	37%
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
	Committee Management	% of Cluster committees quorated	100%	100%	100%	100%

SERVICE DELIVERY TARGETS (KPIs) - CORPORATE SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Effective and Efficient administration	Committee Management	# of Councillors that underwent Leadership training				
	Committee Management	% of Ward committees that underwent Leadership training				
	Committee Management	# Fully functional ward committees	34	34	34	34
	Meeting Management	# of departmental HOD meetings	3	6	9	12
	Meeting Management	# of Governance Thrust meetings held	1	2	3	4

SERVICE DELIVERY TARGETS (KPIs) - COMMUNITY SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Develop a high performance culture for a changed, diverse, efficient and effective local government	Project Management	% departmental projects within budget	100%	100%	100%	100%
		% of departmental projects within time	100%	100%	100%	100%
		% of departmental projects within specifications	100%	100%	100%	100%
	Institutional Performance Management	% of CSD HOD's with signed performance plans by 31 July	100%	100%	Not applicable this quarter	Not applicable this quarter
	Performance Management Reports	# of Community Services Departmental monthly reports submitted on time	3	6	9	12
Promote environmentally sound practices and social development	Safety and Security	R-value of council property lost through theft and damages				
		# of external criminal cases reported				
		# of internal criminal cases reported				
	Waste Management	% Service delivery backlog for solid waste	88%	88%	88%	88%
		R-Value of Free Basic waste removal to affected households				R 3 800 000
Improve access to sustainable and affordable services	Accessible services	% households earning less than R1100 with access to basic waste removal				
	Licensing	R-value generated for vehicle registration (Agency agreement)	Tbd	Tbd	Tbd	Tbd
		R-value generated by the issuing of learners and drivers licenses	Tbd	Tbd	Tbd	Tbd
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
Effective and Efficient	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
	Meeting Management	# of departmental meetings	1	2	3	4

SERVICE DELIVERY TARGETS (KPIs) - ELECTRICAL ENGINEERING

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Develop a high performance culture for a changed, diverse, efficient and effective local government	Project Management	% departmental projects within budget	100%	100%	100%	100%
		% of departmental projects within time	100%	100%	100%	100%
		% of departmental projects within specifications	100%	100%	100%	100%
	Institutional Performance Management	% of EED HOD's with signed performance plans by 31 July	100%	100%	Not applicable this quarter	Not applicable this quarter
	Performance Management Reports	# of Electrical Engineering Departmental monthly reports submitted on time	3	6	9	12
Promote environmentally sound practices and social development	Safety and Security	# of external criminal cases reported				
Optimise infrastructure investment and services	Cost Recovery	% of Electricity losses	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	12%
	Cost Recovery	R-value of electricity loss				
	Cost Recovery	Total kwh electricity loss				
Improve access to sustainable and affordable services	Accessible services	% households earning less than R1100 with access to basic electricity				
	Electricity	% electricity backlog (# Households that needs electrical connections / Total # households as %) (Electrification)	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	16%
		# of new electricity connections in licensed distribution area				
		% increase in Councils' maximum demand (MVA)				
	Electricity Infrastructure	MVA increase of urban capacity	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	40
		% of poor households served with free basic electricity				
		Total number of households served with electricity				
		Number of jobs created through departmental capital projects (women)				
Improve access to sustainable and affordable services	Electricity Infrastructure	Number of jobs created through departmental capital projects (youth)				
		Number of jobs created through departmental capital projects (disabled)				

SERVICE DELIVERY TARGETS (KPIs) - ELECTRICAL ENGINEERING

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Maintain and upgrade municipal assets	Electricity network upgrade and maintenance	R-value electricity maintenance	To be finalised	To be finalised	To be finalised	To be finalised
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
Effective and Efficient	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
	Meeting Management	# of departmental meetings	0	1	1	2

SERVICE DELIVERY TARGETS (KPIs) - ENGINEERING SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Develop a high performance culture for a changed, diverse, efficient and effective local government	Project Management	% departmental projects within budget	100%	100%	100%	100%
		% of departmental projects within time	100%	100%	100%	100%
		% of departmental projects within specifications	100%	100%	100%	100%
	Institutional Performance Management	% of ESD HOD's with signed performance plans by 31 July	100%	100%	Not applicable this quarter	Not applicable this quarter
	Performance Management Reports	# of Engineering Services Departmental monthly reports submitted on time	3	6	9	12
Promote environmentally sound practices and social	Safety and Security	# of external criminal cases reported				
	Environmental monitoring	% of daily samples taken complying to SANS 241	100%	100%	100%	100%
Optimise infrastructure investment and	Cost Recovery	% Water unaccounted for (water losses)				
		R-value of unaccounted water				
Improve access to sustainable and affordable services	Accessible services	% households earning less than R1100 with access to basic water services				
		% households earning less than R1100 with access to basic sanitation services				
		Number of jobs created through departmental capital projects (women)				
		Number of jobs created through departmental capital projects (youth)				
		Number of jobs created through departmental capital projects (disabled)				
	Water and sanitation	m ³ increase of water quota	0	0	0	3.8million m ³
		# of new basic water connections				
		# metered water connections / total figure of households as %				
	Roads and Storm water	% MIG funding spent by March	50%	75%	100%	
		# of roads projects on schedule	5	5	5	5
Maintain and upgrade municipal assets	Maintenance of municipal assets	% Progress with development of integrated Repairs and maintenance plan	20%	25%	35%	100%
	Maintenance on Water and Sewer Network	R-value spent on water and sanitation infrastructure maintenance	To be finalised	To be finalised	To be finalised	To be finalised
	Roads & Storm water upgrading and maintenance	R-value spent on road and storm water maintenance	To be finalised	To be finalised	To be finalised	To be finalised
	Fleet Management	R-value maintenance on the fleet / R-value fleet asset as a %				
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%

SERVICE DELIVERY TARGETS (KPIs) - ENGINEERING SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Increase financial viability	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
Effective and Efficient administration	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
	Meeting Management	# of departmental meetings	1	2	3	4
		# of Thrust meeting held	1	2	3	4

SERVICE DELIVERY TARGETS (KPIs) - PLANNING AND ECONOMIC DEVELOPMENT

Strategic Objective	Programme	Departmental KPI	Target Sept '10	Target Dec '10	Target Mar '11	Target Jun '11
Develop a high performance culture for a changed, diverse, efficient and effective local government	Project Management	% departmental projects within budget	100%	100%	100%	100%
		% of departmental projects within time	100%	100%	100%	100%
		% of departmental projects within specifications	100%	100%	100%	100%
	Institutional Performance Management	% of PED HOD's with signed performance plans by 31 July	100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter
	Performance Management Reports	# of PED Departmental monthly reports submitted on time	3	6	9	12
Promote environmentally sound practices and social development	Safety and Security	# of external criminal cases reported				
	Environmental monitoring	# of informal food handling premises evaluated (To be clarified with PED)	Target Required	Target Required	Target Required	Target Required
Optimise infrastructure investment and	Township Revitalisation	# of NDPG projects finalised				
		# of monthly NDPG meetings	0	1	4	7
Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	Poverty Reduction and empowerment	Number of jobs created through municipal LED initiatives				
		Number of jobs (jobs are defined as employment above minimum wage, for at least three months) created by municipal projects				
	Agriculture	# of agricultural projects supported	8	8	8	8
Create a stable economic environment	Economic Growth and Investment	# of GTEDA board meetings attended	1	2	3	4
		% of Serviced proclaimed sites sold	100%	100%	100%	100%
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
Increase financial viability	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
Effective and Efficient administration	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	1	3
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
	Meeting Management	# of departmental meetings	2	3	5	6
		# of HOD meetings	1	2	4	6
		# of LED Thrust meetings held	1	2	3	4

CAPITAL WORKS PLAN 2010 - 2013

WARD	VOTE	CAPTIAL ITEMS	DELIVERABLES	START DATE	END DATE	CAPITAL BUDGET 2010/2011	Projected Expenditure						Projected Expenditure						TOTAL EXPENDITURE 2010/2011	CAPITAL BUDGET 2011/2012	CAPITAL BUDGET 20012/2013	Source of Funding
							Jul '10	Aug '10	Sep '10	Oct '10	Nov '10	Dec '10	Jan '11	Feb '11	Mar '11	Apr '11	May '11	Jun '11				
OWN SOURCE & LOANS																						
TOTAL ENGINEERING SERVICES: OWN SOURCE & LOANS						R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0			
TOTAL FINANCE DEPARTMENT: OWN SOURCE & LOANS						R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0			
TOTAL MUNICIPAL MANAGER: OWN SOURCE & LOANS						R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0			
TOTAL ELECTRICAL ENGINEERING: OWN SOURCE & LOANS						R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0			

CAPITAL WORKS PLAN 2010 - 2013

WARD	VOTE	CAPTIAL ITEMS	DELIVERABLES	START DATE	END DATE	CAPITAL BUDGET 2010/2011	Projected Expenditure						Projected Expenditure						TOTAL EXPENDITURE 2010/2011	CAPITAL BUDGET 2011/2012	CAPITAL BUDGET 20012/2013	Source of Funding
							Jul '10	Aug '10	Sep '10	Oct '10	Nov '10	Dec '10	Jan '11	Feb '11	Mar '11	Apr '11	May '11	Jun '11				
GRANTS																						
TOTAL ELECTRICAL ENGINEERING: GRANTS						R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0				
TOTAL ENGINEERING SERVICES: GRANTS						R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0				
TOTAL PLANNING AND ECONOMIC DEVELOPMENT: GRANTS						R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00				

CAPITAL WORKS PLAN 2010/11 ACTUAL EXPENDITURE

[illegible]